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ABSTRACT

A long-range planning committee was established in fall 1980 at William Rainey Harper College (WRHC) to coordinate planning efforts and develop specific projects and long-range plans for the college. After 11 meetings, during which past institutional goals were considered and various institutional reports were reviewed, two long-range goals were selected from nine alternative goals to receive special focus. The first goal, to broaden the impact of WRHC's programs and services on the community, involved the development of new programs in technical areas, the utilization of new technology, and an increase of the awareness of the needs of the college's constituents. The second goal, to increase WRHC's financial base, encompassed lobbying for more state support and the creation of an action plan to increase college resources. After considering 14 possible short-term goals, the committee recommended 2: to conduct a detailed examination of the curriculum by department and to increase commitment to a collegewide assessment program. Additional recommendations for 1982-83 were to continue to fund the equipment replacement program at 1981-82 levels and to maintain flexibility in the resource allocation process. Appendices include minutes of committee meetings; memoranda on institutional goals and on a strategic planning workshop; and results of faculty, student, and staff surveys. (Author/HB)

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Volume XI, No. 15
August 15, 1981

WILLIAM RAINEY HARPER COLLEGE

LONG RANGE PLANNING COMMITTEE PROGRESS REPORT 1981-1982

Long Range Planning Committee
OFFICE OF PLANNING AND RESEARCH

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ABSTRACT

THE LONG RANGE PLANNING COMMITTEE MET ELEVEN TIMES FROM OCTOBER 16, 1980 TO JUNE 16, 1981. IT CONSIDERED PAST GOALS DESCRIBED IN THE MCMANIS REPORT AND "REFLECTIONS AND PROJECTIONS", PROGRESS REPORTS ON THESE GOALS, A SURVEY OF STUDENTS, A SURVEY OF FACULTY AND STAFF AND VARIOUS INSTITUTIONAL COMMITTEE REPORTS. IN ADDITION, FOUR MEMBERS OF THE COMMITTEE ATTENDED A NATIONAL CENTER FOR HIGHER EDUCATION MANAGEMENT SYSTEMS (NCHEMS) WORKSHOP ON STRATEGIC PLANNING.

AFTER APPROPRIATE DELIBERATION THE COMMITTEE DECIDED TO FOCUS ON TWO LONG-RANGE GOALS. FOR THE COMING YEAR: (1) BROADEN IMPACT OF COLLEGE PROGRAMS AND SERVICES ON THE COMMUNITY AND (2) INCREASE THE FINANCIAL BASE OF THE INSTITUTION.

THE COMMITTEE RECOMMENDED TWO SHORT-TERM GOALS AS INSTITUTIONAL GOALS: (1) EXAMINE THE CURRICULUM IN DETAIL BY DEPARTMENT AND (2) MAKE COMMITMENT TO A COLLEGE WIDE ASSESSMENT PROGRAM. BEYOND THIS THE COMMITTEE RECOMMENDED THAT THE INSTITUTION FOCUS ON TWO OTHER SHORT-TERM GOALS FOR THE YEAR: (1) CONTINUE TO FUND THE EQUIPMENT REPLACEMENT PROGRAM IN THE FUTURE AT THE SAME LEVEL IT IS FUNDED FOR 1981-1982 AND (2) ALLOW ENOUGH FLEXIBILITY IN THE RESOURCE ALLOCATION PROCESS TO TAKE ADVANTAGE OF AND MAKE DECISIONS IN THE AREAS OF HUMAN RESOURCE DEVELOPMENT, PHYSICAL MASTERPLANNING, AND CURRICULUM DEVELOPMENT. IN ADDITION TO THESE RECOMMENDATIONS, SEVERAL SUGGESTIONS WERE DEVELOPED FOR THE INSTITUTION AND FOR THE COMMITTEE FOR THE COMING YEAR.

LONG RANGE PLANNING COMMITTEE
1981 - 1982

John Lucas - Chairman
Felice Avila
Wallace Davis
George Evans
Charles Harrington
William Howard
Carole Lissy
John Muchmore
Mary Lou Mulvihill
Anne Rodgers
William Schooley
Donald Sedik
Tom Thompson
Rena Trevor

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Purpose

The charge to the Committee was documented in a memo from President James McGrath dated September 29, 1980:

1. Advise the Director of Planning and Research in coordinating planning efforts at Harper College.
2. Review McManis final planning document and the "Reflections and Projections" document. Record progress made by Harper toward recommendations cited in these documents.
3. Monitor the progress of instititional committees working on specific planning recommendations.
4. List in priority order specific projects which should be undertaken during the year which are consistent with the Long Range Planning documents.
5. Outline a few long-range crucial goals for the College.

Procedures up to June 16, 1981

In order to accomplish this charge the Committee met on the following dates:

1980	1981
October 16	January 27
November 18	February 27
December 3	March 17
December 11	April 10
	April 28
	May 5

The minutes of these meetings are attached in the appendix. Beyond this the Chairman and three members of the Committee attended a NCHEMS workshop on strategic planning on June 5, a summary of which is also included in the appendix. In addition, Anne Rodgers directed a survey of student reaction to proposed future goals. Mary Lou Mulvihill and William Schooley surveyed the reactions of faculty and staff. The results of both of these studies are also displayed in the appendix.

During the meetings a number of goals were accomplished. First, the McManis Report and the "Reflections and Projections" document were reviewed. The most important long-range and short-range goals were identified. A review was conducted on the institution's progress toward each of these goals. Furthermore, the Committee reviewed the student survey and the faculty and staff survey of reactions to these proposed goals. The Committee also reviewed the enrollment projections. At the final meetings the Committee added several more suggestions for goals and began the process of defining each goal in detail. At the April 28 meeting two suggestions were made for the institutional goals for 1981-1982. The memo to President McGrath outlining these two recommendations is shown in the appendix.

The June 16, 1981 Long Range Planning Committee Meeting

The Committee met from 2:30 p.m. - 6:00 p.m. on that day to further define long-range and short-range goals and to recommend several of these goals for particular focus for the institution in the coming year. In addition, other suggestions might be made and some goals for the Committee in 1981-1982 would be considered.

Long-Range Goals Defined

1. Deal with some basic staffing issues:

   Bring staffing ratios (full-time to part-time) into some type of rational alignment. The Committee felt this consideration should be a part of the curriculum evaluation process and should be based on the needs of each department. Furthermore, they felt recommendations in this regard should focus on direction rather than specific ratios (i.e. there should be a higher proportion of part-time faculty or there should be a higher proportion of full-time faculty).

   Develop other statuses for faculty such as visiting lectureships, joint appointments, or retired half-time faculty. Also develop packages which would attract faculty to these new statuses. It was pointed out that some of these categories now exist, but that they are not formally recognized. The Committee was not sure if there was a real need for such definitions.

2. Increase the financial base of the institution. This might include passing a referendum, greatly increasing contributions of the Harper Foundation or lobbying for more State support. There were enough budget implications suggested by past planning goals to justify this need for an increased financial base. An action plan should first be developed during the coming year.

3. Define more precisely basic competencies students should achieve at Harper. At issue were general competencies which all students achieving an associate degree should have when leaving Harper. Specific competencies should be defined at the program and course levels. These considerations should also be included in the curriculum evaluation process.

4. Increase emphasis on quality of academic programs. As a long-range goal this was meant to stand as a statement of philosophy. The Committee felt this goal must be related to the definition of competencies goal and the curriculum evaluation process.

5. Broaden impact of College programs and services on the community. This was defined in detail at the May 5 meeting, but is repeated here for clarity.

   Reach more people through enrollment and involvement. This could be done with such programs and services as:

   I. Expand employer based program.

   II. Expand community education center concept.

   III. Provide child care services in evening.

   IV. Serve as an advocate to increase public transportation services at Harper.

V. Add new programs such as Pharmacy Technology, Cardiac Exercise Technology, and others, if financially feasible.

VI. Enter cooperative arrangements with four-year institutions.

VII. Develop programming for cable television.

VIII. Develop new programs in skill and trade areas, if financially feasible.

IX. Promote equal participation from all geographic areas of district.

X. Respond to those employed within district.

XI. Respond to parents with evening babysitting problems.

XII. Respond to those with transportation programs.

XIII. Respond to those with a close identification with four-year institutions.

XIV. Respond to those with a specific interest in programs not currently offered by Harper College.

XV. Respond to those who watch television a great deal.

B. Target the proportions of different sub-populations Harper wants to reach.

C. Place high emphasis on quality, maintaining an image of high quality programs, and reaching those people demanding quality.

6. Target what percent of various populations in the district Harper wants to reach. Identify all sources of competition for Harper within the district. The Committee felt these goals were included in the previous goal.

7. Develop Harper's Physical Master Plan further:

A. Examine the need for additional buildings on campus such as classroom buildings K and L, the little theater, the auditorium or other special needs.

B. Examine the need for and value of developing additional community centers.

C. Examine the need for and value of a cooperative vocational center.

D. Examine the feasibility of using the second site property for educational purposes.

E. Examine effectiveness of present space utilization at Harper.

8. Provide special services support for placement testing. The Committee felt this was more appropriately considered as a short-term goal and should reflect the consequences of student assessment. Furthermore, the Committee felt this identification should be done by each program area engaged in student assessment.

9. Develop program ideas for cable television and other similar media. This goal was intended as a long-term commitment to investment in the development of curriculum for use in cable television, video disc or the new short-range local television stations. There would also be a need to invest in the development of marketing ideas for use in these media.

Short-Range Goals Defined

1. Examine the curriculum in detail by department. This goal was recommended by the Committee in an April 28 memo to President James McGrath. The details of the goal are repeated here for clarity:

   A. Charge the Curriculum Committee with preparing a framework for examination or a list of questions which should be answered in this process. This should be done early in the fall of 1981.

   B. Charge each coordinator or department chairman with using this framework in examining the curriculum.

   C. Resulting proposals for curriculum revisions, new courses and perhaps new programs in the various disciplines will then be forwarded to the Curriculum Committee.

   D. Adequate clerical and duplicating support will be provided for this process.

2. Conduct a thorough analysis of class scheduling, considering the impact both on students and on space usage. The recommendation was for a study to identify a number of scheduling alternatives. Faculty access to the space matrix and the space may aid in scheduling at the program level.

3. Reach a decision on off-campus centers and develop a preliminary master plan for their development. The Committee felt this project was already underway and that there was no need to consider this as a goal. What is needed is further communication with the faculty and staff on the progress of the development of the community centers. A suggestion was made that as these centers are developed, a list of support services available in the immediate community be compiled for use by the students.

4. Expand the employer based program in certain program areas. The question raised was one of cost/revenue relationship. Secondly, if the ratio is favorable, there is the question of the extent to which the College should invest in the development of faculty to participate in the program.

5. Develop specific procedures for replacement of equipment. The Committee felt it is most important that adequate funding be provided each year so that a permanent replacement schedule can be maintained.

6. Make a final decision on the sale or retention of the second site. The opinion of the Committee was that the issue had been studied enough and that a decision was needed.

7. Be sure there is specific follow-up of faculty development recommendations including a program for part-time faculty. John Papandrea has been making a study of this issue during the spring and summer of 1981, and plans to issue a set of specific recommendations in the fall. It is the concern of the Committee that specific action take place as a result of these recommendations.

8. Evaluate and modify Harper's mission statement. Specific guidelines for doing this were given at the NCHEMS Strategic Planning Workshop on June 5 (see appendix). It was thought this might be a suitable goal for the Committee in the 1981-1982 year.

9. Make commitment to a college wide assessment program. This was one of the goals recommended as an institutional goal in the April 28 memo to President James McGrath. The details of that goal statement are included here for clarification purposes:

    A. The existing Institutional Committee should be charged with developing an institution wide policy on student assessment and overseeing the program.

    B. A part-time coordinator for the program should be appointed to insure implementation and evaluation.

    C. An adequate budget should be set aside for purchase of tests and clerical support.

    D. An assessment should be carried out to determine what impact this program has on Special Services. These detailed implications should be ready for incorporation in the 1982-1983 budget process.

10. Conduct a feasibility study for an area vocational center. There are several degrees of cooperation which could take place in such a venture. There are variations in possible cooperative efforts in construction of the facility, in programming and in the providing of support services for the center. This could range from leasing space only to joint programming and support services at the center.

11. In the development of the computer system:

    A. Correct computer payment system:

        1. Speed up the refund process and provide alternative means of distribution.

        2. Allow partial payments.

    B. Identify other specific problems areas in our computer system.

    In that the development of Harper's computer system is already an institutional goal, it was recommended that a suggestion be made to include in this computer development goal the correction of the computer payment system.

12. Correlate lab fees with actual costs and decentralize budgeting system for items covered by lab fees. There was disagreement in the Committee as to whether lab fees should cover material only, or should cover some or all of equipment replacement, or should not be specifically related to material and equipment replacement at all.

13. Establish a task force to examine space, organization, and delivery of services needed in the Special Services Division. These needs would be an outcome and a consequence of the student assessment program. The Committee felt each program area involved in student assessment should take the responsibility to identify the program's impact on Special Services.

14. Complete 1980-1981 institutional goal on evaluating existing core requirements for AA and AS degrees. The Committee felt this should be a part of the curriculum evaluation process.

Final Recommendations

After considering each of the alternatives discussed, and realizing that all the long-term goals were important, the Committee chose to focus especially on two long-term goals. The two recommended were:

1. Broaden impact of College programs and services on the community:

   A. Reach more people through enrollment and involvement. This could be done with such programs and services as:

      I. Expand employer based program.

      II. Expand community education center concept.

      III. Provide child care services in evening.

      IV. Serve as an advocate to increase public transportation services at Harper.

      V. Add new programs such as Pharmacy Technology, Cardiac Exercise Technology, and others, if financially feasible.

      VI. Enter cooperative arrangements with four-year institutions.

      VII. Develop programming for cable television.

      VIII. Develop new programs in skill and trade areas, if financially feasible.

      IX. Promote equal participation from all geographic areas of district.

      X. Respond to those employed within district.

      XI. Respond to parents with evening babysitting problems.

      XII. Respond to those with transportation problems.

      XIII. Respond to those with a close identification with four-year institutions.

XIV. Respond to those with a specific interest in programs not currently offered by Harper College.

XV. Respond to those who watch television a great deal.

B. Target the proportions of different sub-populations Harper wants to reach.

C. Place high emphasis on quality, maintaining an image of high quality programs, and reaching those people demanding quality.

2. Increase the financial base of the institution. This might include passing a referendum, greatly increasing contributions of the Harper Foundation or lobbying for more State support. There were enough budget implications suggested by past planning goals to justify this need for an increased financial base. An action plan should first be developed within the coming year.

The Committee recognized it had earlier recommended two short-term goals as institutional goals. They were "Examine the curriculum in detail by department" and "Make a commitment to a college wide assessment program". These goals are elaborated in the April 28 memo sent to President James McGrath and shown in the appendix. Beyond this the Committee wanted the institution to focus on two other short-term goals. They were:

1. Continue the equipment replacement program. This is an addition to an existing institutional goal to develop specific procedures for replacement of capital equipment. However, the Committee wanted to go beyond this and recommend that in the coming year Harper budget for 1982-1983 the same level of funding for capital replacement as was budgeted for 1981-1982. The Committee felt strongly that the College should maintain up-to-date equipment in academic programs.

2. In Harper's resource allocation process there should be enough flexibility to take advantage of opportunities and be able to make decisions in the following areas:

   A. To be able to respond to John Papandrea's recommendations on Human Resource Development to be issued in the fall of 1981.

   B. To be able to update the physical masterplan:

      1. Evaluate effectiveness of present space utilization at Harper.

      2. Plan any additional space needed on campus.

      3. Plan further development of future community centers.

      4. Plan cooperative usage of a vocational center.

      5. Plan educational uses for the second site property if it is not sold.

   C. To be able to respond to course or program modifications, or new program ideas generated by the 1981-1982 curriculum examination process.

Further Suggestions

Beyond these major recommendations the Committee,as a result of its deliberations, produced the following additional suggestions:

1. As a part of the 1981-1982 curriculum review process the following might be included:

   A. The direction of adjustment in the full-time/part-time faculty ratio should be evaluated.

   B. Core requirements for AA and AS degrees should be evaluated.

   C. Student assessment should be considered as well as the resulting impact on the Special Services Division.

2. At the community centers a list should be published outlining community resources available in the immediate area,including public libraries.

3. To the current institutional goal on evaluating the current computer systems, add the following:

   A. Correct the computer payment system by speeding up the refund process and provide for alternative means of distribution.

   B. Allow for partial payments of tuition and fees.

4. Reactivate the Academic Computer Committee.

5. Making the facilities matrix available to faculty may aid the scheduling process at the program level.

Long Range Planning Committee Goals

In the deliberation process several possible goals emerged for the 1981-1982 year:

1. Evaluate the mission statement to see if it covers the following strategic decision areas:

   Basic philosophy and values - basic purposes of the institution and its guiding principles for behavior.

   Clientele - who is being served by the College.

   Goals and objectives - what the institution seeks to accomplish
   - generally (goals)
   - specifically (objectives)

   Program/service mix - types of academic and administrative activities engaged in to accomplish the goals and objectives.

Geographic service area - physical boundaries of the institution's activities.

Comparative advantage - "differential advantage" sought over other institutions engaged in similar activities.

2. Evaluate the impact of the external environment on the institution by using a process outlined on the chart on the following page. This process could make use of faculty expertise in each of the external force areas.

Environmental Screening Matrix (ESM)

Note: For each external force identified, enter either an O (for opportunity) or C (for constraint) under the strategic decision area(s) likely to be affected. Those forces identified as having major impact can then be subjected to further analysis.

External Forces	Strategic Decision Areas					
	Basic Philosophy and Values	Goals and Objectives	Clientele	Program/ Service Mix	Geographic Service Area	Comparative Advantage
Economic						
⋮						
Social						
⋮						
Technological						
⋮						
Political/Legal						
⋮						
Demographic						
⋮						
Competitive						
⋮						

APPENDIX

SUMMARY OF NOVEMBER 18 MEETING

The Long Range Planning Committee met on November 18 at 8:00 a.m. and began discussing the progress made to date on some of the recommendations made in the McManis Report or in the "Reflections and Projections" document. The discussions are summarized below:

1. Revision of the mission statement: The McManis Report suggested that the mission statement needed to be revised and suggested a modification. However, to date nothing has been done.

2. Systematic Curriculum Development:

   A. Systematic evaluation and audit process for each curriculum: (This includes comprehensive revenue cost analysis). Discussion brought out that a comprehensive system is being talked about but would require additional staffing and is now a budget decision. Wally Davis pointed out that the different curriculum areas are asked each year to update course outlines and review their curriculum as to coding appropriateness and to look for any duplications which might occur. He also pointed out that the Curriculum Committee reviews curricula brought before it. The faculty Senate is also considering this issue.

   B. Existing curriculum development: In terms of funding for specific projects, at present the only additional funding is the $3900 that used to go for Illinois Trustees Association dues. Released time contirues to be given for specific projects. Some of the major projects cited were new insurance courses under Banking; expansion of Child Care and Criminal Justice programs toward a Human Services Umbrella Program; a joint effort by Art and Drama to develop a stage set design course; several new Philosophy courses; the COMPAS grant project; and Futurism efforts.

   C. New curriculum development: At present, ideas for new curricula come from a variety of sources both internal and external to Harper. Currently there is no special funding to finance these efforts. Two new programs being planned for next year are Pharmacy Technology and Cardiac Exercise Technology. A position is being opened at the November Board meeting for the Director of the latter program. Bill Schooley suggested new course development be considered in this category, especially new courses which don't fall under an existing curriculum.

5. Student assessment: This includes the question of the extent of the support provided by Special Services. George Voegel reported there is no overall comprehensive assessment program at Harper. In Mathematics, assessment is essentially complete and enrollment in 090 level Math courses in Special Services is at an all time high. Talks are underway to develop a similar program in English. Anne Rodgers reported that the task of testing has fallen to counseling. At present they are giving a number of tests to all full-time students going through orientation, but are unable to do anything about the large number of part-time students Harper enrolls. She stated that the institution had planned to establish a task/force or committee to deal with student assessment and to date none had been appointed.

(continued)

6. Adequacy of the present organizational structure for Special Services: George Voegel reported he has in Special Services a very horizontal structure with a cast of thousands reporting directly to him. The most serious problem is the large number of part-time faculty and staff teaching ABE courses with only two full-time coordinators. This situation was specifically mentioned by the North Central Accrediting Report.

7. Student information system: (Discussion dealt with a data base suitable for planning purposes). The computer center is staffing up and is dealing with operational crises at present but by the middle of December should be in a position to start setting priorities for future programs and systems development. Basically Harper has an excellent student data base and registration system but has little capability to report the data. It will be several years before any substantial new development work will be completed. No new reporting from the Office of Planning and Institutional Research can be expected without additional staffing. New enrollment reports containing historic and projected data will be ready for distribution in December.

At this point the Committee stopped reviewing the progress of recommendations listed in the November 11 memo. Several additional recommendations were suggested for review at future meetings.

I. Bill Schooley suggested the Committee deal with method of communicating to the academic department the work done and the recommendations made in the planning documents.

II. It was suggested that an institutional committee deal with utilization of space on campus.

III. George Voegel suggested the Committee review the cable television recommendations.

IV. Bill Schooley suggested a review of the charge and organization of the Long Range Planning Committee.

Finally, the Committee outlined its tasks for the next several meetings in December. First, it would finish reviewing the progress made on the rest of the past Long Range Planning recommendations. Second, it would review the work of relevant institutional committees. Third, it would appoint subcommittees to deal with student input and communications with the various academic departments. Finally, it would reevaluate the charge and organization of the Long Range Planning Committee.

SUMMARY OF DECEMBER 3 MEETING
HARPER COLLEGE LONG RANGE PLANNING COMMITTEE

The Long Range Planning Committee met on December 3 at 10:00 a.m. and continued discussing the progress made to date on some of the recommendations made in the McManis Report or in the "Reflections and Projections" document. The discussions are summarized below.

3. Recruitment and Outreach

   A. Administrative committee on outreach exists and is concerned with:

      1. Designing marketing workshop for various internal groups at Harper.
      2. Monitoring slide presentations and outreach efforts made by various segments of College.
      3. Working toward establishing an institution wide outreach comprehensive planning effort.

   B. Recruitment office exists which handles van visits to education and business locations and organizes displays at shopping centers and community events.

   C. The Counseling office organizes high school visits with each counselor responsible for one high school.

   D. The Women's Program makes a number of presentations about Harper to various women's groups in the community.

   E. Friends of Harper has been organized involving community people in the promotion of Harper.

4. Continuing Education Recommendations

   A. Curriculum development has been addressed by three primary thrusts: Professional Development, Community Development and Personal Development programs.

   B. Linkage with the academic community has been handled through recruiting a number of faculty to teach continuing education offerings and then including them in curriculum evaluation and planning efforts in those areas. These consulting efforts now are on an informal basis as there is no formal faculty resource committee relating to continuing education. Concern was voiced that provisions be made in the future for allowing part of a faculty member's load to be in continuing education. Concern was also voiced that there are many inequities

(continued)

in faculty schedules, and the schedules of many faculty members prevent them from teaching continuing education courses.

C. Linkage with the community has been dealt with through the employer based program which is still in its infancy. To date not many cooperative programs have been developed with the area high schools.

D. Organizationally, continuing education at Harper is served by an Office of Continuing Education and Program Services with a director and three co-ordinators; a women's program with a coordinator reporting to the President;and a coordinator of health continuing education and senior citizens programs in the Life Science and Human Services Division.

8. Governance process recommendations:

There is presently a committee which is determining the feasibility of a college council but as yet no recommendations have been made by this committee.

9. Adequacy of funding and process for replacement and repair of equipment:

Currently, equipment for the new buildings can be funded from site and construction funds where there are adequate funds. However, equipment replacement and repair is not adequately funded at present. Some committee members expressed concern that the shortage of up-to-date and operable equipment has reached a critical stage.

10. The previous long range planning documents described the College as operating in a financially lean manner to better cope with enrollment declines in the future. Concern was expressed that Harper is so understaffed in certain support areas that the areas may not be doing the job they need to do. Concern was also expressed that the College is critically understaffed in certain growth areas which is reducing the capability to attract additional enrollment. It was also suggested that outreach efforts may be counterproductive if staffing is inadequate to meet the needs generated by outreach.

SUMMARY OF DECEMBER 11 MEETING
HARPER COLLEGE LONG RANGE PLANNING COMMITTEE

The Long Range Planning Committee met on December 11 at 1:30 p.m. and finished discussing the progress made to date on the most significant recommendations made in the McManis Report or in the "Reflections and Projections" document. The discussions are summarized below:

11. Bill Howard discussed progress made to date on the recommendation concerning moving out to satellite locations. He first described the goals of his office which included marketing (employer based program and needs assessment), interagency cooperation and community extension. Within the community extension goal it is the intent to establish a major center in each of the four quadrants of the district. Each center would offer a core curriculum, continuing education and other special programs needed by the area. Each center would eventually have its own community based advisory committee and its own identity. The Hawthorne Center in Wheeling Township is rapidly reaching this goal. Centers are also located at Schaumburg High School and Barrington High School. At present no center exists in Elk Grove Village Township.

12. In terms of the second campus situation and the disposition of the site, the Board has appointed Joan Klussman to work on this issue with Jim Perry. They are looking at a number of alternatives in retaining or selling the site and the consequences for each alternative.

13. Recommendations in the planning documents state that the feasibility of establishing a gallery, theater, and auditorium facility will be explored. James McGrath has said that he favors in the short run converting classrooms for gallery use. In fact, the Foundation is now considering converting a classroom to display some recently acquired pieces of art. In the long run Harper's president sees the Foundation financing a separate facility through private gifts. John Muchmore reported that under consideration now is the feasibility of improving J143 as a theater facility.

14. Another recommendation centered on seeking additional funding through a number of sources.

    A. The Foundation is now undertaking an aggressive program of making corporate and business friends for Harper. This will lead to a comprehensive program of seeking private gifts. Also under consideration is the employment of a Foundation Director. The Foundation is already partially supporting the Shakespeare Festival.

    B. Grants are for the most part low-key. Faculty come up with grant ideas which are consistent with College educational goals and work with George Voegel in submitting a grant proposal. Sometimes the administration hears of particularly good grant ideas and passes them on to appropriate faculty.

(continued)

C. In terms of raising tuition to the maximum allowed by law, Harper tuition is currently about $5.00 under the legal limit. However, there is little interest in raising tuition more than one dollar per credit hour per year because of the importance of maintaining a competitive position. Harper is already charging higher tuition than most community colleges and it is getting dangerously close to Northern Illinois's tuition.

D. Each year Harper reviews and adjusts its laboratory fees. However, there is not good cost data available to make sound decisions, and in the budgeting process there is no relationship between revenues generated and expenditures for laboratory material and equipment.

E. James McGrath has said that Harper should not consider a referendum until a final decision is made on of the second campus site.

B. I. The Long Range Planning Committee observed that another important recommendation was to study effectiveness of present space utilization at Harper. While the detailed data is available in this regard no systematic analysis has been made.

II. Another important recommendation noted by the Long Range Planning Committee was to pursue necessary steps to take best advantage of cable television opportunities in Harper's district. George Voegel reported at an Administrator's meeting that Harper faces two important decisions in the near future with regard to cable television. First, the use to be made of the channel allocated to the College must be determined. It could be used both for marketing purposes and for offering courses. If devoted entirely to courses, the College could offer a maximum of five complete courses per semester. The second decision is whether Harper should serve as a production center and train community people to produce their own television programs. On January 8 there will be a faculty orientation program on this subject, and on January 27 there will be a College-wide brainstorming meeting on how Harper might best respond to cable television opportunities.

C. There were also reports on the progress of various institutional committees.

II. The Facility Use Committee has concluded its work and has published a manual available in each of the division offices. This outlines the policies and procedures whereby community and Harper groups may use the facilities.

III. The Energy Committee presented a fall faculty orientation program and is in the process of reorganizing and setting new goals.

VI. The Curriculum Committee, Wally Davis reported, was faced with a heavy load this year. There were more proposals for new courses and course modifications for the coming year than he recalled ever happening before. The committee wanted to devote some time to other goals such as a review of the continuing education program but the load of reviewing curriculum proposals precluded other discussion.

(continued)

The Committee meeting was adjourned and the next meeting was set for January 20 at 2:30 p.m. in the Board Room.

SUMMARY OF JANUARY 27 MEETING
HARPER COLLEGE LONG RANGE PLANNING MEETING

The Long Range Planning Committee met on January 27 at 8:15 - 9:15 a.m. to consider enrollment projections. John Lucas reported that the base line data used to derive all enrollment projections consisted of two key elements. The first was the projection of the Harper district population by age group made by Real Estate Research Corporation in 1976. These projections will be updated in the coming year with the release of the new census data. It appears from preliminary counts that the 1976 effort over-projected the district by about 20-30 thousand. The second key element is the projections of high school seniors in the district which uses annually updated data on all enrollments by grade and birth data in the district.

Using this base data, various assumptions are made about the percentage of different population groups which will enroll at Harper. From this information, three different institutional enrollment projections are developed to reflect changes in enrollment that may occur if population growth differs from projections. Each year the President and the Vice Presidents choose a set of assumptions which will be used for budgeting and planning purposes for the following year. Using the institutional projections as a parameter, projections are then made by discipline with the consultation of the Academic Vice President, Deans and Associate Deans. Each of these projection documents was distributed to members of the Committee.

The projections indicated that given a normal economy and normal program development and marketing efforts, the headcount will stabilize and increase slightly while the FTE will decline moderately over the next ten years. Most of this loss will come from the population of traditional students who are generally enrolled in the Liberal Arts Transfer Program. A number of questions were raised about the projections and comments made about the future of various student populations.

There was a brief discussion about the direction of the Committee and John Muchmore raised the concern that the Committee concentrate on about five highest priority recommendations as an end product rather than attempting to address all issues raised.

The next meeting of the Long Range Planning Committee will be on February 20 for which the agenda is attached.

SUMMARY OF FEBRUARY 27 MEETING

HARPER COLLEGE LONG RANGE PLANNING COMMITTEE

The Long Range Planning Committee met on February 27 at 2:30 p.m. in the Board Room. The following agenda items were discussed:

I. John Papandrea discussed progress on the Staff Development Needs Assessment project. He reported he was near the end of interviewing a sample of faculty and administrators. He will next hold brainstorming sessions among faculty, administrators and classified staff groups. He indicated a desire to work closely with the Long Range Planning Committee. (handout enclosed for those not in attendance)

II. Mary Lou Mulvihill discussed a proposal to survey faculty and administrators within the College to get further input into the planning process. A suggestion was made to ask for specific priorities in the survey.

III. Anne Rodgers discussed a proposal to receive input from students. She will meet with both the peer counselors and the student senate and get a sense of their priorities among 18 or so recommendations made in the past which directly affect students.

IV. George Voegel discussed a critical need for more space for the LRC and the Special Services Division (document enclosed for those not attending).

SUMMARY OF MARCH 17 MEETING
HARPER COLLEGE LONG RANGE PLANNING COMMITTEE

The Long Range Planning Committee met on March 17 at 8:15 a.m. in the Board Room. The following agenda items were discussed:

I. Mary Lou Mulvihill discussed progress of the subcommittee on communications with the staff. She and Bill Schooley have been working together and are designing a survey instrument to send out to Harper staff. They planned to include any additional ideas generated at this meeting in the survey.

II. Anne Rodgers reported she had given a survey to the Student Senate and to the Peer Counselors. The Peer Counselors had in turn taken the survey to a number of classes and got responses from close to 400 students. They are now in the process of tallying the results.

III. Jack Lucas mentioned the Energy Committee had at a recent meeting recommended that the College move to a 4-day week by the summer of 1982. Minutes of this meeting were distributed. He also mentioned NCHEMS is sponsoring a Strategic Planning Workshop in the Chicago area on June 5. The cost is reasonable if members are interested in attending. The Committee could apply for innovative travel funds to participate in this workshop.

IV. The Committee began the process of brainstorming the most important goals Harper needs to face in the coming year. The ideas expressed in this meeting were not intended to be final conclusions, but only a beginning in the thought process. It is hoped in the next few months the Committee can determine five top priorities for the coming year (very specific) and five long-term priorities for the future (more general). The fifteen suggestions made in this meeting were as follows:

1. Resolve mission statement.
2. Conduct a thorough analysis of class scheduling considering the impact both on students and on space usage.
3. Make a final report on the second campus issue.
4. Reach a decision as to whether to fund future assessment efforts for coordination and other expenses.
5. Reach a decision on off-campus centers. If centers are to be established put together a preliminary master plan for their development.
6. Devise a list of potential new academic programs which should be considered.
7. Have each division examine and evaluate the curriculum in its area, delegating this effort to departments where possible. Specific areas which should be examined are:

(continued)

A. Course offering listing.

B. Course descriptions.

C. Prerequisites.

D. Demand for each course.

E. Scheduling for each course.

F. Strengths and weaknesses of each program's curriculum.

G. Evaluate degree or certificate requirements.

H. Evaluate if the course is serving the target population it was designed to serve.

8. Conduct a feasibility study for an Area Vocational Center.

9. Expand industry based program in select curriculum areas.

10. Correct computer payment system:

    A. Refunds

        1. Speed

        2. Provide alternative means of distribution.

    B. Allow partial payments.

11. Identify other specific problem areas in the College computer system.

12. Develop specific procedures for replacement of equipment.

13. Correlate lab fees with actual costs. Decentralize budgeting system for items covered by lab fees.

14. Be sure there is specific follow-up of faculty development recommendations including a program for part-time faculty.

15. Establish a task force to examine space, organization and delivery of services needed in the Special Services Division.

SUMMARY OF APRIL 10 MEETING
HARPER COLLEGE LONG RANGE PLANNING COMMITTEE

The Long Range Planning Committee met on April 10 at 2:30 p.m. in Room A241C. The following agenda items were discussed:

1. Anne Rodgers discussed a survey conducted among students with the help of the Peer Counselors. The survey was conducted among Peer Counselors, the Student Senate, students coming to the peer counseling area for help, and was given to several Psychology 101 sections. The result was 351 students responding with 73 percent being full-time day students. The survey instrument was made up of 15 items describing some of the recommendations the Long Range Planning Committee has already discussed.

   Results of the survey showed that the most important priority for these students was to develop a number of new academic programs. The two items that tied for second on the priority list were the expansion of the student assessment program and the expansion of special services. The fourth-ranked priority was to review and update present course offerings. The lowest priorities were building a theater or auditorium, trying to pass a referendum, and investing heavily in the use of cable television. By far, the largest number of free comments centered around the need for evening child care facilities and these were made by a student sample largely composed of full-time day students.

2. A discussion then took place on the immediate future direction and objectives of the Long Range Planning Committee. It was decided that the Committee should attempt to make one or two preliminary recommendations to the annual goals process by the end of April. It was further recommended that the Committee should issue a preliminary report at the end of the year, although this will necessitate some correspondence through the mail and possibly a final meeting in June. Since this is an ongoing committee, report updates from the Committee would be issued at least once per year.

3. The Committee brainstormed long-term (3-5 years) goals for the College and came up with the following list:

   A. Broaden impact of College programs and services on community.

   B. Pass a referendum (strategies to be developed in short-term goals) or increase financial support of Harper.

   C. Bring staffing ratios (full-time to part-time) into some type of rational alignment. Develop other statuses for faculty (visiting lectureships, joint appointments, retired half-time etc.) and develop packages which would attract faculty to these new statuses.

   D. Further develop Harper's Physical Master Plan.

      1. Additional buildings on this campus

      2. Community centers

      3. Utilization studies of present space

(continued)

E. Target what percent of various populations in the district Harper wants to reach.

F. Define more precisely basic competencies students should achieve at Harper.

G. Provide special services support for placement testing.

H. Increase emphasis on quality of Harper's academic programs.

SUMMARY OF APRIL 28 MEETING
HARPER COLLEGE LONG RANGE PLANNING COMMITTEE

The Long Range Planning Committee met on April 28 at 8:15 a.m. in the Board Room. The following agenda items were discussed:

I. Anne Rodgers reported on the student survey and reported there were corrections and additions to the survey results distributed at the last meeting. These amended results were distributed to those in attendance and will be mailed separately to those not attending. Anne's remarks on the survey are recorded in the attached memo.

II. Mary Lou Mulvihill reported the survey had been sent to faculty and administrators to rate the importance of both short-term and long-term goals and five forms had already been returned. It is hoped some preliminary results might be discussed at the next meeting.

III. The Committee spent most of its time discussing which of the short-term goals already listed at the March 17 meeting were important enough to be recommended for inclusion in the institutional goals for 1981-1982. In the preliminary discussions the following items were listed:

A. Examination of curriculum by department.

B. Commitment and support for college wide assessment program.

C. Development of specific procedures for equipment replacement.

D. Development of a list of potential new programs.

E. Development of computer system for both student and financial accounting.

F. Provision of support for Special Services to be able to respond to the consequences of a college wide assessment program.

After deliberation, consolidation and prioritizing, a package was suggested to send as the Committee's recommendation to the institutional goal setting process. These recommendations are shown in the attached memo sent to President McGrath from the Committee.

SUMMARY OF MAY 5 MEETING
HARPER COLLEGE LONG RANGE PLANNING COMMITTEE

The Long Range Planning Committee met on May 5 at 8:15 a.m. The following agenda items were discussed:

1. There was a brief discussion of the outcome of the last meeting on April 28 when the Committee sent two recommendations to the institutional goals process. The recommendations concerned first a complete review of the educational curriculum at Harper next year to be guided by the Curriculum Committee and a recommendation concerning student assessment. At about the same time the Assessment Committee has submitted their recommendations which are similar. A copy of this report was distributed to those in attendance and will be sent to those absent. President McGrath indicated he would support these two recommendations for institutional goals.

2. Several more suggestions were made to be added to the original list of short-term goals:

    16. Complete 1980-81 institutional goal of evaluating existing core requirements for AA and AS degrees.

    17. Begin developing program ideas for cable television.

    18. Identify all possible target sub-groups within the Harper district population.

    19. Identify all sources of competition for Harper within the district.

3. Mary Lou Mulvihill reported 30 surveys had been returned by faculty and administrators and gave a brief summary of the results so far.

4. The committee then discussed how it would proceed to produce a June progress report to be sent to President McGrath:

    A. Distribute copies of the faculty administrators survey results to committee members in May.

    B. Schedule an all-morning or all-afternoon meeting around the middle of June to:

        1. Discuss the survey results.

        2. Expand on the meaning of each of the short-term and long-term recommendations.

        3. Consolidate and prioritize the recommendations.

    C. The Chairman would summarize these proceedings and send a progress report draft to committee members for comment.

    D. A final progress report of the Long Range Planning Committee would be sent to President McGrath at the end of June.

(continued)

5. The Committee then spent some time on expanding the long-term goal "Broaden impact of college programs and services on community".

After some brainstorming the following meaning was given to this goal:

A. Reach more people through enrollment and involvement. This could be done with such programs and services as:

I. Expand employer based program.

II. Expand community education center concept.

III. Provide child care services in evening.

IV. Serve as an advocate to increase public transportation services to Harper.

V. Add new programs such as Pharmacy Technology, Cardiac Exercise Technology, and others.

VI. Enter cooperative arrangements with four-year institutions.

VII. Develop programming for cable television.

VIII. Develop new programs in skill and trade areas. These programs and services could serve such new populations as:

IX. Promote equal participation from all geographic areas of district.

X. Respond to those employed within district.

XI. Respond to parents with evening babysitting problems.

XII. Respond to those with transportation problems.

XIII. Respond to those with a close identification with four-year institutions.

XIV. Respond to those with a specific interest in programs not currently offered by Harper College.

XV. Respond to those who watch television a great deal.

B. Target the proportions of different sub-populations Harper wants to reach.

C. Place high emphasis on quality, maintaining an image of high quality programs, and reaching those people demanding quality.

6. Bill Howard asked what progress has been made on the College Wide Council. It was pointed out that a report had been issued by a committee exploring that subject. Copies of the report are attached for the information of Long Range Planning Committee Members. If any member feels the Long Range Planning Committee needs to make any response on this subject, this can be discussed at the June meeting.

William Rainey Harper College

Memo to: James McGrath - President

From: John Lucas - Chairman of the Long Range Planning Committee J.A.L

Date: April 28, 1981

Subject: Institutional Goals

The Long Range Planning Committee has been deliberating this year on both long-term and short-term goals for the College. At its meeting on April 28 the Committee agreed on the following two items which should be a part of the institutional goals for 1981-1982.

I. Examine the Curriculum in Detail by Department.

A. Charge the Curriculum Committee with preparing a framework for examination or a list of questions which should be answered in this process. This should be done early in the fall of 1981.

B. Charge each coordinator or lead teacher with using this framework in examining the curriculum.

C. Resulting proposals for curriculum revisions, new courses and perhaps new programs in the various disciplines will then be forwarded to the Curriculum Committee.

D. Adequate clerical and duplicating support will be provided for this process.

II. Make a Commitment to a College Wide Assessment Program.

A. The existing Institutional Committee should be charged with developing an institution wide policy on student assessment and overseeing the program.

B. A part-time coordinator for the program should be appointed to insure implementation and evaluation.

C. A small budget should be set aside for purchase of tests and clerical support.

D. An assessment should be carried out to determine what impact this program has on Special Services. These detailed implications should be ready for incorporation in the 1982-1983 budget process.

(continued)

It should be noted that these two items were top priorities not only among Long Range Planning Committee members, but also among students surveyed by Anne Rodgers and the Peer Counselors.

cc: Felice Avila

William Rainey Harper College

Memo to: James McGrath - President

From: John A. Lucas J.A.L

Date: June 15, 1981

Subject: NCHEMS Workshop on Strategic Planning

Last week John Muchmore, Bill Schooley, Don Sedik and I attended a NCHEMS workshop on Strategic Planning. Strategic Planning was defined as a qualitative decision making process interfacing with both the external and the internal demands. Decisions coming out of strategic planning then feed into the administrative planning processes that include financial, enrollment, admissions and recruitment, human resource development, organizational and facilities planning. Members of the Committee could clearly see we are engaged in strategic planning.

The workshop provided a means by which we could review our mission statement. It should include basic philosophy and values, clientele served, goals and objectives, program/service mix, geographic service area, and comparative advantage.

Another interesting idea coming out of the workshop was an environmental screening matrix. This was a means of evaluating the effect of the external environment on the institution. This matrix laid out such factors as economic, social, technological, political/legal, demographic and competitive edge and asked for effect on each of the mission areas. One of the ideas of this was to use faculty in their particular expertise area to do some of this evaluation. These last two items we might be able to implement next year.

A lot of time in the workshop was spend on program planning. The general thrust was to evaluate existing academic programs and potential new program opportunities in terms of external opportunities, internal strengths (through resource audits) and personal values of faculty and staff. One particular case study identified the following factors for evaluation purposes: potential faculty quality, centrality to mission, service to non-majors, library holdings, facilities and equipment, demand by majors, demand for graduates, locational advantage, unique comparative advantage, potential impact on public front and cost/revenue relationship.

I think this was a very beneficial workshop and it was very helpful to have members of the planning team there together. I appreciate very much the innovative travel funding which paid for the workshop fee.

William Rainey Harper College

Memo to: Members of the Long Range Planning Committee

From: Anne F. Rodgers

Date: April 21, 1981

Subject: Student Survey

A brief analysis of the student response to the Long Range Planning Survey.

On the basis of the Very Important ranking, the items receiving the highest percentage of "votes" were:

1.	#14	Expand special services	38%
2.	#13	Expand student assessment	37%
	#11	Develop new programs	37%
4.	# 5	Review and update course offerings	36%
5.	#12	Update and replace equipment	35%

Combining the Very Important and the Mildly Important rating produced only slight changes in the results. Number 5 (Review and update course offerings) slipped to the eighth position as noted below.

1.	#14	Expand special services	79%
	#13	Expand student assessment	79%
3.	#11	Develop new programs	75%
4.	#12	Update and replace equipment	72%
5.	# 4	Sell property purchased for 2nd site	71%
6.	#10	Expand high growth programs	70%
	# 7	Increase off-campus locations	70%
8.	# 5	Review and update course offerings	69%

cc: Jim McGrath
Peer Counselors

LONG RANGE PLANNING SURVEY DISTRIBUTED TO STUDENTS

RESPONSE:	
Full time:	268
Part time:	102
Day:	250
Evening:	120

QUESTION	RESPONSE	VI		MI		LP		NI	
1.	370	97	26%	112	30%	95	26%	66	18%
2.	369	111	30%	145	40%	66	18%	45	12%
3.	344	88	26%	115	33%	86	25%	55	16%
4.	359	115	32%	140	39%	73	20%	31	9%
5.	363	132	36%	121	33%	68	19%	42	12%
6.	350	99	28%	129	37%	72	21%	49	14%
7.	361	96	27%	113	31%	105	29%	47	13%
8.	351	99	28%	120	34%	87	24%	51	14%
9.	359	110	30%	117	32%	92	25%	49	13%
10.	377	121	32%	142	38%	85	23%	27	7%
11.	353	130	37%	134	38%	77	22%	9	3%
12.	344	122	35%	127	37%	83	24%	15	4%
13.	361	135	37%	152	42%	65	18%	12	3%
14.	363	138	38%	149	41%	68	19%	8	2%
15.	349	108	31%	107	31%	89	26%	43	12%

LONG RANGE PLANNING

The Long Range Planning Committee is identifying items that Harper College feels are important as we look forward and plan for the next five years. The committee is asking for student opinion as to the priorities of these items. Please indicate your priority rating for the items listed below by circling the initials to the right of each. (Very Important; VI, Mildly Important; MI, Low Priority; LP, Not Important; NI)

1. Build a Theater, Gallery and Auditorium facility	VI	MI	LP	NI
2. Increase off-campus locations	VI	MI	LP	NI
3. Try to pass a tax referendum	VI	MI	LP	NI
4. Sell property purchased for second campus	VI	MI	LP	NI
5. Review and update course offerings	VI	MI	LP	NI
6. Seek private funding	VI	MI	LP	NI
7. Conduct a study to evaluate space usage at Harper	VI	MI	LP	NI
8. Invest heavily in making use of cable TV	VI	MI	LP	NI
9. Expand marketing efforts to increase enrollment	VI	MI	LP	NI
10. Expand high-growth programs: Date Processing, Management, Adult Basic Education, Accounting, where possible, develop faculty so they could move part of their load from declining areas to high-growth programs.	VI	MI	LP	NI
11. Develop a number of new programs	VI	MI	LP	NI
12. Update and replace equipment	VI	MI	LP	NI
13. Expand student assessment, making sure that students are adequately prepared for courses in which they are enrolled.	VI	MI	LP	NI
14. Expand special services: Remedial, tutoring, Adult Basic Education, English as a Second Language, Disabled Student services.	VI	MI	LP	NI
15. Develop a continuous registration system	VI	MI	LP	NI

ADD OTHERS:

Please check two of the following: Full-Time Student _____ Part-Time Student _____

Day Student _____ Evening Student _____

COMMENTS:

Curriculum additions:
building construction courses: (2)
automotive courses: (3)
woodworking courses: (1)

Improve sidewalks: (1)

Increase athletic funding: (4)

Improve road conditions: (1)

Increase parking lot security: (3)

Increase parking lot lighting: (2)

Update Public Safety equipment: (1)

Increase Mechanical Engineering courses: (1)

Update technology courses: (1)

Increase the number of on-campus social clubs: (1)

Closer student parking lots: (9)

Evening child care facilities: (41)

Dormitories: (5)

Non-smoking areas: (1)

Counselor improvements: (2)

Snow removal improvements: (1)

Additional non-classroom seating areas: (2)

Christian Faith courses: (1)

24-hour student study facility: (1)

Pass/Fail system: (1)

Increase transfer information: (4)

Improve space usage in building "M": (1)

Higher academic standards: (2)

Firearms for Public Safety officers: (1)

Change Harper into a 4-year school: (11)

COMMENTS continued:

Increase overall curriculum: (2)

Higher faculty standards: (3)

Lower tuition: (4)

Expand library facilities: (1)

SUMMARY OF SURVEY OF FACULTY AND STAFF

45 Respondents

Top Five Long Range Goals

Rank	Long Range Goals
1	Bring staffing ratios (full-time to part-time) into some type of rational alignment. Develop other statuses for faculty (visiting lectureships, joint appointments, retired half-time etc.) and develop packages which would attract faculty to these new statuses.
2	Pass a referendum (strategies to be developed in short-term goals) or increase financial support of Harper.
3	Define more precisely basic competencies students should achieve at Harper.
4	Increase emphasis on quality of Harper's academic programs.
5	Broaden impact of College programs and services on community.

Other Long Range Goals of Lower Priority

Target what percent of various populations in the district Harper wants to reach.

Further develop Harper's Physical Master Plan:

1. Additional buildings on this campus.
2. Community centers.
3. Utilization studies of present space.

Provide special services support for placement testing.

Top Eight Short Range Goals

Rank	Short Range Goals
1	Have each division examine and evaluate the curriculum in its area, delegating this effort to departments where possible. Specific areas which should be examined are: 1. Course offering listing. 2. Course descriptions. 3. Prerequisites. 4. Demand for each course. 5. Scheduling for each course. 6. Strengths and weaknesses of each program's curriculum.

(continued)

Top Eight Short Range Goals (continued)

Rank	Short Range Goals
	7. Evaluate degree or certificate requirements. 8. Evaluate if the course is serving the target population it was designed to serve.
2	Devise a list of potential new academic programs which should be considered.
3	Conduct a thorough analysis of class scheduling considering the impact both on students and on space usage.
4	Reach a decision on off-campus centers. If centers are to be established put together a preliminary master plan for their development.
5	Expand industry based program in select curriculum areas.
6	Develop specific procedures for replacement of equipment.
7	Make a final report on the second campus issue.
8	Be sure there is specific follow-up of faculty development recommendations including a program for part-time faculty.

Other Short Range Goals of Lower Priority

Resolve mission statement.

Reach a decision as to whether to fund future assessment efforts for coordination and other expenses.

Conduct a feasibility study for an Area Vocational Center.

Correct computer payment system:

1. Refunds:
   a. Speed
   b. Provide alternative means of distribution.
2. Allow partial payments.

Identify other specific problem areas in the College computer system.

Correlate lab fees with actual costs. Decentralize budgeting system for items covered by lab fees.

Establish a task force to examine space, organization, and delivery of services needed in the Special Services Division.

ERIC Clearinghouse for Junior Colleges
96 Powell Library Building
University of California
Los Angeles, California 90024

AUG 6 1982